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VP. Traffic Club  
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TRAFFIC CLUBS.

The subject assigned me is that of Traffic Clubs and I have assumed that it was expected I should present some reasons for the existence, as well as some channels of usefulness, of these organizations.

Parenthetically, we must agree that in this busy world there is little chance for existence and none for survival of such agencies unless they supply some need of the hour in helping to solve the problems of our times. And what greater problems have we than those of traffic and transportation? - In that they affect directly or indirectly, every phase of commercial development, whether in providing an outlet for nature's production of raw material or a market for the finished product of man's ingenuity in manufacture: whether in fixing the value and income of the soil or of the securities in which our savins and accumulations are invested; of vital importance to all enterprise having for its object the development of the unlimited resources of our Nation.

How essential therefore that the interests of the carriers should receive the thoughtful and serious consideration of all our men of affairs and should be afforded the fostering protection, as well as made subject to the prudent and conservative regulation, of our Government.

It is most desirable as a means to this end that the two interests most immediately and actively identified with ~~these~~ traffic, should establish, by mutual effort a platform upon which they can discuss, in the light of personal acquaintance and friendly relations, the problems which are ever present and which, from the very nature of things, must constantly arise.

In this I think we find a large measure of justification for the existence of the Traffic Club and of which your organization is an honorable example.

Further justification, however, is to be found in the fields of usefulness to be served. That which I regard as first in importance is the opportunity to create and cultivate the spirit of fraternity and which has been recognized throughout all the world's history as a basic principle of all co-operative progress, in that it is the inspiration of all unity of interest, of aim and of effort.

Common Characteristics and common interests are the foundation principles of all co-operation, but it is only in identity of interest that co-operation becomes complete. Assuredly, as shippers and representatives of the carriers, we have common characteristics and common interests, and while we may not always appear to have an identity of interest - it sometimes appearing, in the heat of complaint and of controversy, to be the opposite, - I firmly believe that in the long run there is to be in the principle of success or failure, prosperity or the reverse, complete identification of interest between the carrier and the shipper. Why? Because, in final results what builds up the one builds up the other and what destroys the one destroys the other! It is the principle of "I hold and am held."

It should be remembered, however, that there is nothing in this which interferes with liberty of action, except, that just as liberty of law is the result of law, and not, as many suppose, of the absence of law, so is economic and commercial liberty the result, instead of the absence, of obligation. It is freedom of action, so far restrained as is necessary and expedient for the general advantage or good of the whole. And just here we think will arise the greatest problems that confront us in years







our relation of shipper and carrier and which only wisdom and good judgment, coupled with justice and consideration, can solve. They will not always be solved without misunderstanding or conflict. Ignorance, selfishness and hasty conclusion will sometimes influence both sides and difference of opinion, based on honest judgment, is bound to occur. But these issues must be met and how preferable that we should seek to meet them, whenever possible, on a platform such as that of the Traffic Club, rather than in the arena of political agitation and of adverse legislation, which are bound to create resentment and friction and set in motion waves of reprisal and injury which quickly pass beyond the power of either interest to check or control.

There must of course be a more conclusive method of adjustment of such differences than can be supplied by the Traffic Club and this we have in our present Interstate Commerce Law, which I believe is now proving itself equal to an enforcement of the only fundamental principles of regulation of the carriers within economic lines, namely of integrity of conduct and of just and reasonable charges without discrimination.

This law, especially in its enforcement of open and equal rates to all without discrimination, has I believe proved a blessing to both the carrier and the shipper. What it may lack in elasticity of rate adjustment it more than supplies in security and confidence by an assurance of an open showing, a fair field and no favor.

I also believe that this law is being administered fairly and ably by men who have risen to their high privilege of dealing fairly with the carrier as well as the shipper. Would that more of our legislators better understood and more fully exemplified toward the carriers the spirit of fairness which is due them and which, for economic reasons, must in the end be the only right method of promoting the public's best interests. We commend to our statemen and legislators, as well as to all thoughtful men, the utterance of Chairman Knapp in his recent address before the American Academy of Political and Social Science. It comes from one who, by reason of his ability, position and experience, is undoubtedly as well qualified as anyone in official position with the Government to speak with intelligence and authority on the subject. We quote:

"The passing of a generation, as it were, the railroad and the steamship have transformed the whole of industrial and social life. They have enriched every occupation, given added value to each pursuit, added to the means of human enjoyment, and made our vast wealth possible. At once the greatest achievement and greatest necessity of our modern civilization; but we do well to remember that this marvelous achievement has been accomplished by private enterprise and private capital, and that we must look -- we certainly should look -- to that same source for its further and adequate development.

Far distant be the day when any thoughtful man will seriously contemplate a different national policy, but if we rely, as we should, on private enterprise and private capital to sufficiently increase our transportation facilities, we must make that primary vocation so attractive in its opportunity and its responsibility that it will -- its management the best and ablest men the Nation produces, and be sufficiently lucrative to insure the necessary investment of money to realize our further needs. In a word, we need our best men in this primary business, and a very large amount of money, to make it adequately successful. This, in a word, simply means, as I take it, that whatever may be our national or state policy, what prohibitions may be enacted or privileges restricted there must be the opportunity to charge rates which will give sufficient earnings to make the business fairly profitable and to attract sufficient capital for its added extension."

Cannot this be accepted as a fair and just setting forth of the obligation of the public to the carrier, subject only to the condi-







tion of law that there shall be on the part of the carrier, integrity of conduct, reasonable and just charges and freedom from discrimination.

The greatest obligation, in my opinion, resting upon the carriers as their contribution to the continued development and prosperity of our country, is adequate facilities and prompt and efficient service. It is not, as I understand it, so much a question with the average shipper as to just the amount of the charges on his shipments, as it is the character of the service which he receives and the relation of his freight charges to those of his competitors.

The spirit of our business men, as well as our people in general, has always been that of willingness to pay well for that which is superior, on the well known theory that superior quality necessarily involves extra cost.

My greatest ambition for the railways of this country is to see them at their best physically, fully equipped and ready to make good any reasonable demand that may be made upon them to fulfil the obligation of service, especially when the time comes again of busy factories and loaded cars - as it surely will.

Aside from the platform of common interest, the most influential factor in the promotion of a right and harmonious relation between the shipper and carrier contemplated by the Traffic Club, is that of promoting a better personal acquaintance. This is most happily expressed in the couplet which prefaces your book of Membership:

"If I knew you and you knew me,  
if both of us could clearly see  
And with an inner sight divine,  
The meaning of your heart and mine-  
I'm sure that we would differ less,  
And clasp our hands in friendliness,  
Our thoughts would pleasantly agree,  
If I knew you and you knew me. "

The value of the personal equation and of friendly relationship as the ground for reaching mutually satisfactory conclusions is too well understood to need amplification, but I would like to refer under this head to a letter from a shipper recently published in one of the Railway Reviews, and in which he advanced the idea that there was more or less of a conviction in the minds of the public that there was an assumption of superiority on the part of the carriers and their agents in dealing with the public.

Personally I think there is no just ground for this in our time. The impression doubtless arises from the fact that it rests with the carrier to establish certain rules to govern its vast army of employees and which necessarily become arbitrary because of the impossibility of giving to each employee authority to adjust each matter of controversy on its merits. For manifest reasons, he must in most cases enforce the rule and leave the adjustment to higher officials.

In this respect, - with its wide spread territory, its positive regulations for enforcement of legal requirements and those of safety, its multiplicity of rules and regulations, its great number of employees with varying capacity - the carrier is very differently situated from the average business firm, which as a rule has some one in authority upon whom the ground to settle differences with its customers when they arise. Hence, the seeming arbitrary character of the carriers rule is but a necessity of the situation and it seems difficult to see how it can be avoided.



of evidence, verifiable and just answers and freedom from discrimination. And it is the duty of the nation, therefore, to

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The rights of the individual are as well as the rights of the community, and the rights of the community are as well as the rights of the individual.

It is requested that you please return the enclosed to the Editor of the Journal of the American Medical Association, 535 North Dearborn Street, Chicago, Illinois, for his consideration.

It I hope you will find me  
in a more comfortable position  
and I shall be glad to see you  
at your own convenience.

[illegible]



In our opinion, its unpleasant and objectionable effect can be entirely overcome by the exemplification by the carriers' agents of the spirit of courtesy and friendliness which the Traffic Club seeks to govern the relation between its members. Next to its ability to fully qualify in service, the best characteristic that any carrier can possess is that of a courteous and friendly personality of its officials and other employees who come in contact with the public. Such an influence does not end with that company, but it makes for the welfare of carriers in general.

In conclusion, permit me to suggest, that in my opinion the social entertainment side of the Traffic Club ~~should~~ should be incidental.

It will prove but a rope of sand if depended upon to promote membership and interest. Hence there should be, as a primary feature of all regular meetings opportunity for consideration and discussion of traffic questions, so as to stimulate a desire for a greater and more accurate knowledge of traffic affairs as well as to promote uniform understanding and unity of conclusion with respect there, and to which liberty of expression and candid statement are always essential.



In the opinion of the Commission, the results of the study are of great importance for the development of the country. The study has shown that the country is rich in natural resources and that the development of these resources is essential for the country's economic growth. The Commission has recommended that the government should take steps to develop these resources in a sustainable manner. This includes the establishment of a national development bank to provide financing for development projects, the creation of a national development fund to support research and development, and the implementation of a national development plan to guide the country's economic development.

In conclusion, the Commission believes that the study has provided a valuable contribution to the country's development. The Commission has recommended that the government should take steps to implement the recommendations of the study in order to achieve the country's economic growth and development.

It is the Commission's hope that the study will provide a basis for the country's development. The Commission has recommended that the government should take steps to implement the recommendations of the study in order to achieve the country's economic growth and development. The Commission has also recommended that the government should take steps to ensure that the development of the country is sustainable and that the country's natural resources are protected for future generations.